



Registry of Motor Vehicles

Sustainability Plan

Date: November 4, 2004

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This Sustainability Plan has been reviewed and approved by Kimberly Hinden, Registrar of The Registry of Motor Vehicles on November 4, 2004.

Signature of Agency Head or other Appropriate Designee

1. Agency Information, Impact Identification and Sustainability Team

1.1 Agency Description and Scope

It is the mission of the Registry of Motor Vehicles to enhance public safety by the impartial administration of motor vehicle laws and the prudent regulation of drivers and vehicles while providing excellent customer service in the secure collection and distribution of revenue, data and credentials.

The Registry employs 950 individuals in 37 different locations across the Commonwealth. The operations of the agency are primarily administrative, involving clerical, information technology and facility operations functions. The agency owns one building in Worcester and leases general office space in private facilities in 34 locations. There are Registry branches in two BSOB-operated state office buildings in Springfield and Pittsfield. The primary data center is located at MA Information Technology Center in Chelsea and Local Area Network (LAN) operations are run out of Headquarters in the Copley Square area of Boston.

1.2 Agency Impacts on the Environment and Human Health

The Registry operations are administrative in nature. Therefore, the agency uses and produces a lot of paper. The Registry purchases 8,830 cases of paper products, including envelopes. All purchased paper contains 30% post consumer recycled content. Energy, in the form of oil, gas

and electricity, is consumed for the use of facilities across the state. The agency uses a significant amount of computer supplies, including ink cartridges, which are purchased recycled and are recycled again through our supply vendor. While the agency spends little on cleaning and facility maintenance supplies, we do have an impact in that area through our space leases and contracted cleaning vendors. The agency also utilizes non-hazardous waste removal services through the state master service agreement. Recycling of paper is standard practice in our three largest facilities: Headquarters, which houses 350 staff, the Chinatown Branch, which houses 100 staff and the agency's Central Warehouse in Randolph (paper archives). Paper recycling at the warehouse totals 78 tons per year.

The agency has a small fleet of 14 vehicles leased from the Office of Vehicle Management, none of which are alternative fuel or hybrid vehicles. The average age of the vehicles is seven years, and the average fuel efficiency is 18 to 22 miles per gallon. The agency vehicles travel about 182,000 miles per year for the entire fleet. In addition, the RMV leases two late model gas-fueled box trucks to distribute license plates, supplies and gather records to and from the Central Warehouse.

1.3 Agency Operational Costs

The Registry directly spends \$365,000 on electricity, \$23,000 on natural gas, \$6,800 for fuel for buildings (6,777.7 gallons), \$22,000 for vehicle fuel and \$2,000 for sewage disposal and water (Worcester Branch office). The agency spends \$1,700 on cleaning supplies and \$2,700 on maintenance and repair tools and supplies. The RMV contracts for \$92,000 worth of janitorial services, less than \$1,000 worth of hazardous waste removal services (computer screens) and \$7,000 worth of non-hazardous waste removal services statewide. The agency also contracts for \$25,000 in landscaping and snow removal services at the Worcester branch.

Several leases include janitorial and waste removal service in the rent. The Boston branch in Chinatown is one example. The landlord reports spending on a calendar year basis. The landlord is spending upwards of \$7,500 on cleaning supplies. Efforts to buy environmentally safe products will have to be pursued with the landlord or landlord's contractor in these cases.

Current agency efforts include recycling, energy efficiency and buying environmentally friendly products. The RMV recycles cardboard storage boxes used for record storage. The RMV reduce cardboard box use from 7,277 boxes in FY03 to 4,740 boxes in FY04. The Procurement Director designed a sturdier, longer lasting storage box for use by the RMV warehouse and Title unit. When records are microfilmed and reach the end of their archive year, the records are destroyed and the box is reused.

The Worcester and Watertown branch offices have both received lighting efficiency upgrades through Massachusetts Electric. Energy savings from the Worcester branch are reflected directly in the agency budget in the form of less spending. The Watertown branch energy savings are reaped by the landlord.

Preventative maintenance efforts have increased in both FY03 and FY04. The agency has demanded a detailed schedule and report for agency-wide computer printer cleaning/PM, to increase the efficiency of the machine. This will reduce the waste of ink cartridges and energy and the waste of paper on printer jams. The Worcester branch roof is currently undergoing a

reflashing and sealing of the roof prior to damaging winter weather. This will reduce leaks and damage that is not only costly, but affects the air quality of the facility.

1.4 Agency Sustainability Team Members

The RMV Sustainability Team consists of the Chief Financial Officer, Mary Ellen Kelley, the Director of Procurement, Debbie Travers, the Manager of Branch Operations, Bob Rafail and Facilities Manager Nunzio Celona.

The CFO is the agency Senior Staff representative. All Registry procurement is centralized through the Procurement Department, represented by its Director. The Manager of Branch Operations and the Facilities Manager perform agency facilities management. The Manager of Branch Operations also oversees the RMV Central Warehouse. All sources of input and output are represented with this team.

2. Long-Term Goals/Vision

2.1 Long-Term Goals

1. Reduce energy use and improve energy efficiency at all RMV facilities, to reduce energy consumption by 10% by the end of fiscal year 2006.
2. Expand procurement of environmentally preferable products.
3. Reduce generation and costs of solid waste, especially paper.
4. All standard leases will promote more sustainable operations (e.g., office design to reduce energy use, efficient HVAC and lighting, recycling fluorescent bulbs and thermostats, non-toxic cleaning products, etc.).
5. Encourage sustainability efforts to be included in everyday employee activities.
6. Purchase and use of only alternative fuel and/or fuel-efficient vehicles, including hybrids.

3. Short-term Actions and Priorities

3.1 Priority and Areas Goals

Short-term actions will focus on the following four priority areas. These areas were selected and prioritized in this order based on the ability of the agency to make the most progress in that area.

- A. Reduce energy consumption.**
- B. Increase use of environmentally friendly cleaning and maintenance products.**
- C. Reduce the generation of solid waste.**
- D. Increase Recycling in Branch locations.**
- E. Increase the number of sustainable leases**

3.2 Agency Action Steps

- Establish or enhance existing tracking system throughout RMV for key elements of environmental performance (e.g., energy use, solid waste generation and management, etc.). (A and C)
- Obtain detailed energy use and purchase data for all RMV facilities and expand use of data management models for this information. (A)
- Evaluate energy use and prioritize efficiency improvement opportunities throughout the agency. (A)
- Arrange for utility-sponsored energy audits at selected facilities. Implement no-cost and selected low-cost measures identified in the audits. (A)
- Upgrade the HVAC system at RMV's Worcester facility to improve efficiency and performance. (A)
- Improve HVAC systems, especially central air conditioning, in Pittsfield and Springfield offices, located in BSOB (Bureau of State Office Buildings) facilities. (A)
- Identify opportunities to replicate the experience of the Worcester office in installing high-efficiency lighting. (A)
- Implement Energy Star's Power Management system for RMV's computers. (A)
- Purchase energy mizers for all vending machines in all RMV offices statewide. (A)
- Amend standard RFR for janitorial services and supplies to reflect the environmentally preferable products in the state contract. (B)
- Establish system to collect baseline data on quantities of solid waste generated, recycled and disposed, with particular attention to paper. Also document who current waste management vendors are for each facility. (C)
- Initiate (paper) recycling at selected facilities, especially the few where RMV contracts for waste management services. (C, D)
- Examine the feasibility and cost of implementing a centralized recycling collection system, at least for RMV's small and medium-size facilities, built around the existing monthly truck delivery service from RMV's warehouse in Randolph. (C, D)
- Identify no-cost paper recycling options (i.e. free pick-up) for larger RMV offices where month-long paper storage may be difficult. (C, D)
- Require double-sided copying when feasible. This will be a requirement for any training materials of manuals. (A and C)
- Expand use of document imaging and electronic transactions to reduce paper and copying. (C)
- Arrange for Registrar Hinden to disseminate a few brief emails to RMV staff regarding the agency's commitment to sustainability, each focused on one or two items RMV employees can implement (e.g., double-sided copying, turning off computer monitors). (A, C)
- Develop a 1-2 page checklist of sustainability opportunities to be used in lease negotiations and office renovation planning. Pilot test the checklist in the upcoming renovations at the Reading, Taunton and Southbridge offices. (E)
- Propose to DCAM the adoption of standard lease provisions that promote sustainable practices (e.g., recycling of fluorescent bulbs, thermostats, recycling of paper and cardboard, etc.). (E)

- Investigate the improvement of the Worcester branch bathroom facilities, including the installation of waterless equipment.
- Complete the State Sustainability Program's "Agency Tracking & Reporting Form."

4. Management Systems and Institutionalization

4.1 Integrating Environmental Impacts into Key Decision Points

Incorporate Sustainability Plan into Strategic Planning process. Have Senior Management generate ideas for conservation of energy and green utilization.

As information technology improvements are evaluated, incorporate energy star and energy efficient software into the planning process.

In all space planning and staffing incentive programs incorporate environmentally friendly products and energy efficient equipment.

4.2 Education and Training of Staff

Information will be posted on the agency intranet site and through training notices distributed by the Training Department.

Articles and information will be included in the agency newsletter, "Wheeling Around".

When available, samples of energy saving devices and recycled materials will be displayed in staff break rooms and cafeteria.

4.3 Management Systems

The current Registry effort focuses on procuring supplies from the statewide contracts that a recycled or contain recycled materials. The secondary focus is to collect waste paper for recycling in our two largest offices. Both of those efforts are measured and monitored regularly.

As part of this Sustainability Plan, the Registry is developing additional management systems to monitor several other recycling and conservation efforts:

- a measuring model to monitor energy usage across branch offices where energy is billed separately from the base rent.
- Implement, monitor and report
 - Branch Managers and Headquarters Unit Managers will be reminded on a monthly basis to check workstations for shut down before closing the office.

5. Tracking Progress and Program/Plan Review

5.1 Agency Tracking and Reporting Form

RMV Sustainability Team will summarize data collected through computer models and spending information based on the Agency Plan. The report will be presented to senior management for review and approval and submitted to the Sustainability Council.

5.2 Continuous Improvement

- Reduce energy Consumption
 - The Registry will monitor electricity and gas bills from branch and headquarters locations to measure monthly kilowatts and therms used.
 - Software will be evaluated for installation on the LAN to shut down PCs from a central location.
- Increase Recycling at Branch Locations
 - Recycling reports from vendors will be monitored for usage and collection schedules. Locations where collection amounts drop off will be reviewed for compliance with recycling efforts. Non-Registry business items will be encouraged for recycling, including lunch non-hazardous waste and customer non-hazardous waste.
 - Central collection of recyclable materials from smaller branch locations will be reviewed to determine if individual collections need to be initiated in locations where usage has increased.
- Increase use of environmentally friendly cleaning and maintenance products
 - Expand use of products to cleaning contractors employed by Landlords.
 - Janitorial service contracted directly by RMV will be encouraged to give feedback on products they are using and make suggestions to Director of Procurement for circulation to pool of vendors. Procurement Director will also forward feedback info to OSD.
- Overall Sustainability Plan Review
 - Plan will be reviewed annually with results circulated to RMV Senior Staff for comment.
 - Significant recommendations will be submitted to Senior Staff as part of Strategic Planning efforts.

Registry of Motor Vehicles Sustainability Workplan Worksheet

Sustainable Goal	Benefits	Specific Tasks	Responsible Staff	Timeline
Develop and implement standard lease provisions which lead to more sustainable operations	<ul style="list-style-type: none"> • Reduce energy consumption • Reduce solid waste generation • Recycle more recyclable materials • Use more environmentally friendly cleaning products 	<ul style="list-style-type: none"> • As leases are put out to bid, require lease language to encourage recycling, use recycled materials, and energy conservation. • Develop 1-2 page checklist to pilot remodeling done at Reading, Taunton and Southbridge. • If remodeling to be done, require efficient lighting and appliances for energy consumption reduction. • Give more points to sustainable initiatives in bid responses. 	<ul style="list-style-type: none"> • DCAMM, Robert Thurston-Lighty • Robert Rafail, Manager of Branch Operations • Nunzio Celona, Facilities Manager • Sustainability Team 	<ul style="list-style-type: none"> • As leases are put out to bid
Establish or enhance existing tracking system throughout RMV for key elements of environmental performance.	<ul style="list-style-type: none"> • Identify areas where sustainability improvements can be made. 	<ul style="list-style-type: none"> • Evaluate energy use and prioritize efficiency improvement opportunities throughout the agency. • Arrange for utility-sponsored audits at selected facilities. • Implement no-cost and selected low-cost measures identified in the audits. • Install energy miser devices on all agency vending machines • Replace incandescent bulbs in office lamps with compact fluorescents. • Obtain detailed energy use and purchase data for all RMV facilities and expand use of data management models for this information. • Establish system to collect baseline data on quantities of solid waste generated, recycled and disposed, with particular attention to paper. Also document who current waste management vendors are for each facility. 	<ul style="list-style-type: none"> • Sustainability Team • Selected Finance Staff for gathering of purchase data 	<p>Begin data collection November 16, 2004 Data collection and baseline data completed by April 15, 2005</p> <p>Light bulbs and miser devices installed by December 31, 2004</p>
Reduce energy use and improve energy efficiency at all RMV facilities.		<ul style="list-style-type: none"> • Upgrade HVAC system at RMV's Worcester facility to improve efficiency and performance. • Improve HVAC systems, especially air conditioning, in Pittsfield and Springfield 	<ul style="list-style-type: none"> • DCAMM • BSOB • Sustainability Team • Contracted tradespersons hired 	<p>Secure funding for upgrade by June 30, 2005 Air conditioner replacement at Pittsfield complete by May 30, 2005</p>

		offices through BSOB. <ul style="list-style-type: none"> Identify opportunities to replicate the high efficiency lighting effort completed at Worcester and Watertown branches. Implement Energy Star's Power Management system for RMV computers. 	by Procurement Unit	
Expand procurement of environmentally preferable products.	<ul style="list-style-type: none"> Reduce the use of harmful chemicals and exposure to employees and customers. 	<ul style="list-style-type: none"> Amend standard RFR for janitorial services and supplies to reflect the environmentally preferred products in the state contract. 	<ul style="list-style-type: none"> Debbie Travers, Director of Procurement Mary Ellen Kelley, CFO 	Complete by January 30, 2005
Reduce generation of solid waste, especially paper.	<ul style="list-style-type: none"> Reduce contribution to already overflowing solid waste dumps in communities. Reduce costly space dedicated to paper storage. 	<ul style="list-style-type: none"> Initiate paper recycling at selected facilities, especially where RMV contracts for waste management services. Examine feasibility and cost of centralized recycling collection system, at least for small and medium sized facilities, built around the existing monthly truck delivery service from Randolph warehouse. Identify no-cost recycling options for larger offices where month-long paper storage would be difficult. Expand use of document imaging and electronic transactions to reduce paper and copying. 	<ul style="list-style-type: none"> Sustainability Team Warehouse staff IT staff and Federal Grants Coordinator for design and funding of document imaging proposal 	<p>Paper recycling at warehouse, Copley and Chinatown revamped February 2005</p> <p>Northeastern recycling route created April 2005</p> <p>Southeastern recycling route created by July 2005</p> <p>Central recycling route created by September 2005</p> <p>Western recycling route created by December 2005</p>
Increase awareness among employees of simple actions they can take to contribute to the agency's sustainability efforts.	<ul style="list-style-type: none"> Get employees to participate in conservation efforts to help the environment. 	<ul style="list-style-type: none"> Have Registrar Hinden disseminate a few brief e-mails to RMV staff regarding the agency's commitment to sustainability, each focused on one or two items RMV employees can implement. Include information on RMV intranet and newsletters. 	<ul style="list-style-type: none"> Registrar Hinden Mary Ellen Kelley (draft) Training director Colleen Ogilvie, or designee for monthly updates 	<p>Complete PC turnoff e-mail by December 31, 2004</p> <p>Place first intranet article December 1, 2004</p>